



# Strategic Plan

2013-18



July 2013 Version

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## Foreword

Chartered in 1791, our department has seen much transformation over the years. However, in recent years, the Fayetteville Fire/Emergency Management Department has experienced rapid growth, exciting change, including changes in critical and key positions within the department's human resources, and unprecedented challenges as our city has increased in size and population. These factors have only increased the department's resolve to be recognized as a leader within the community, the state and in the field of public safety.

Serving a diverse and growing community with growing needs has bolstered our desire to evaluate ourselves as a department. Taking aim at the accreditation process through the Commission on Fire Accreditation International (CFAI), we have begun to utilize its self-assessment tools to continually evaluate our programs, resources and future needs. The process has led us in the development, formal adoption and implementation of our strategic plan. I would like to thank the members of our department and our community for the time, commitment and effort that they contributed in developing this plan. We have set a process into motion that will help guide us through the next five years and beyond.

As an accredited agency and committed team, we will continue to strive to provide services of the highest quality to ensure the preservation of life, property and the environment in our community.

Thank you,

Benjamin Major, Fire Chief

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## Executive Summary

On January 1<sup>st</sup> 2009, the Fayetteville Fire/Emergency Management Department formally began working on achieving accredited status through the Commission on Fire Accreditation International. Specifically, initial steps were taken to formulate the department's first formally adopted Strategic Plan. In March 2009, all Command Staff members were provided training by the Organizational and Development Division of the City's Human Resources Department on strategic plan development. Two (2) all-day training sessions were held and many exercises were completed including a Challenges – Opportunities – Weaknesses – Strengths (C.O.W.S.) assessment.

Following the training of the Command Staff, a Values Audit Survey was distributed to all Fire/Emergency Management Department employees. This allowed employees an opportunity to express their individual values and beliefs. It also provided the opportunity for employees to voice their likes/dislikes of the organization and chance to list strategic goals they would like to see us achieve. After tabulation of the survey results, the Planning and Research Division staff conducted focus group meetings with personnel for input on the survey results and to conduct additional organizational value exercises.

The Fire Chief appointed a Strategic Planning Team, which included a representative from all ranks and divisions, to draft the 2010-2015 Strategic Plan. The Planning Team met frequently beginning in May 2009 and completed the plan in June 2010. During these meetings, the planning team used the results of the Values Audit Survey, reports from the focus group meetings, and the C.O.W.S. assessment to revise the department's mission statement and list strategic goals and action items for the 2010-2015 Strategic Plan. Another component to mention is the solicitation of input from the community. A customer expectations survey was developed and distributed to the community during Citizens Academies and the public meetings such as Community Watch held at the fire stations. The community was given the opportunity prioritize the services we provide, list their expectations of the Fire/Emergency Management Department, list any concerns had with service delivery, and identify observed strengths.

Eight (8) Strategic Goals were selected and priority actions for each goal were established. Critical tasks were identified to support achievement of each goal within specific target dates.

A procedure for Strategic Plan review will be implemented to track progress of stated goals and to incorporate new issues that need to be addressed. This is our proactive approach to improving the quality of life for the residents and visitors of the City of Fayetteville.

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## Mission Statement

The Fayetteville Fire/Emergency Management Department is committed to the preservation of life, property, and the environment in our community through effective public education, fire code enforcement, and emergency response.

We are dedicated to achieving customer satisfaction while serving with R.E.S.P.E.C.T.



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## Core Values

**Responsibility** – We will accept our responsibilities and promote personal accountability.

**Ethics** – We will operate honestly and promote transparency of government.

**Stewardship** – We will operate in a cost-efficient manner and promote fiscal maturity.

**Professionalism**- We will operate with “best-practices” in mind and promote competence.

**Entrepreneurial Spirit** – We will operate innovatively and promote creativity.

**Commitment**- We will operate with an understanding of stake holder’s needs and promote loyalty.

**Teamwork**- We will operate as a group and promote cooperation.

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## Vision Statement

By utilizing the talents of diverse and dedicated work-force, the Fayetteville Fire/Emergency Management Department will be recognized as a regional leader acclaimed for our progressive nature and service attentiveness as we strive to improve the quality of life for the citizens and visitors of the City of Fayetteville. We will consistently plan and make use of ever changing technology and state-of-the art equipment to be an organization to which all others will benchmark their efforts.

## **1791- PRESENT AND LOOKING FORWARD**

The Fayetteville Fire Department is a unique department that is embodied with over 220 years of tradition, experience, leadership and growth. It is one of the oldest organizations in the state. The department was first chartered by the North Carolina Legislature in the year 1791. It mainly consisted of citizen fire brigades that had limited equipment, using only leather buckets. Just as many cities during this era, Fayetteville experienced a fire that nearly devastated the city. In the year 1831, over 600 stores, residences, and other buildings burned to the ground. This outcome was what led up to the purchase of the city's first fire apparatus, a hand powered engine. It was purchased in 1832, and named the Yankee.



In the year 1882 Fire Captain James D. McNeill was elected the City's first Fire Chief. During Chief McNeill's tenure, the Fayetteville Fire Department experienced many changes. The department reorganized into a more manageable organization that included building actual fire stations and acquiring more fire apparatus. In 1884, the department received delivery of a new Silsby Steamer along with 1,500 feet of new fire hose. In 1903, Chief McNeill stepped down as Fire Chief. His time with the department included 40 years of

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## Fayetteville Fire/Emergency Management Dept. Strategic Plan 2013-2018

service, 20 years serving as Fire Chief. At the end of his tenure, the department had blossomed. The membership was approximately 30 volunteers.

In 1908, the City opened Central Fire Station. Prior to this, the department stored equipment in smaller residential houses. In 1914, the department purchased its first motorized fire engine which was an American LaFrance. Over the next decade, motorized vehicles replaced the older hand powered and horse drawn equipment. In the year 1941, a second fire station was built on Haymount Hill. With this station still in operation today, it is the oldest working fire station in the city. It houses the department's history room. The fire department's Silsby Steamer and American LaFrance have both been restored and are on display there.

With the addition of a second station, Fayetteville began to make the transition from an all-volunteer department to a paid staff department. In the year 1947, the department began staffing both stations on a 24 hour basis. In 1949, a new Central Fire Station was built replacing the older one. This station would see over 50 years of service, until being replaced with today's Central Fire Station, which was put into service in 1998.

Over the course of the next several years, the department experienced nominal growth. Additional stations opened adding additional apparatus and personnel to the city. In 1974, a third shift was added and the department staffing strength grew to 156 employees. In the 1980's and 90's, the state General Assembly loosened laws which allowed municipalities to grow. During this time, the department added a 2<sup>nd</sup> Battalion along with a Hazardous Materials Team available for local and regional needs.

In 2002, the department took a step to become one of the premier departments in North Carolina. The department received an ISO rating of "2", which is something that few departments in the state have achieved. On June 30, 2004, the City took on a very large annexation process where it looked to increase by an estimated 40,000 residents. In doing so the fire department would increase by 3 stations, and add a 3<sup>rd</sup> Battalion.

The Fayetteville Fire Department continues to strive, grow, and deliver quality services to its community on a professional basis.



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## Organization and Purpose

To maximize the effectiveness of our department, we must support every member, provide for their wellness, encourage their professional development and expand our growth through partnership with our community. There will be an emphasis placed on learning, safety, technology and innovation. We will expect and develop leadership at all levels and ranks by empowering staff to make appropriate decisions and continually provide opportunities for input and participation in the decision making process. In order to maintain a high level of service to our community, we will incorporate recruitment practices that align with our community's needs, city values and the department's mission.

The Fayetteville Fire/Emergency Management Department Administration introduced organizational realignments in 2013 to support the department's mission and meet goals established in our strategic plan. In May, two Assistant Chief Positions were changed to Deputy Chiefs. This was followed by the placement of Assistant Chief Positions on each shift in July. The promotions of 3 Battalion Chiefs to Assistant Chiefs created vacant positions in Battalion 2. The vision is to divide administrative duties and prepare for future growth, and revisit the acquisition of additional Battalion Chiefs to fill the Battalion 2 position. This process applies to the Organizational Development goal in the Strategic Plan. The Deputy Chiefs are tasked with the management of the Administrative Branch and the Operations Branch of the current organizational realignment. The two branches are described below and visualized in the organizational chart.

### **Administrative Branch**

The Administrative Branch is dedicated to provide the administrative support necessary to meet the Fayetteville Fire/Emergency Management Department's overall goals through communication, coordination, and cooperation and to support the operational needs of each division through planning and research, Fire Prevention and Code Enforcement, Training and Clerical Services. The Administrative Branch is further divided into four (4) divisions. The Administrative Branch is headed by the Deputy Chief of Administration.

**Fire Prevention Division** – The Fire Prevention Division is responsible for Fire Safety Inspections, Fire Code enforcement and the coordination of Public Fire Education programs. These programs explore multiple methods and venues to expand our community connection. This division provides interventions that involve best practices guided by life safety codes. The Fire Prevention Division consist of a Fire Marshal (B/C position), Public Fire Educator (Captain position), and seven (7) Fire Inspectors.

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**Planning and Research Division** - The Planning and Research Division is responsible for Accreditation, Records Management, Annexation Mapping, ISO compliance, service contracts, Telestaff and all other related functions of the department. The Planning and Research Division consist of an Accreditation Manager (Battalion Chief Position), Planning and Research Officer (Captain Position), and an assistant Planning and Research Officer filled by a temporarily assigned Lieutenant from the Operations Branch.

**Training Division** – Training for emergency incidents and strategy decisions is essential to be efficient and effective in service delivery, and meet quality control standards. The Training Division serves to coordinate all training activities of the department and to maintain all training records. The Training Division also coordinates all affairs related to Human resources such as recruitment, hiring and promotional processes. The Training Division consist of a Training Officer (Captain position), and two (2) Assistant Training Officers (Lt position).

**Office Systems Division** – The Office Systems Division is responsible for all clerical duties required to ensure that the normal business operations of the department are adequate. The Office Systems Division consists of one (1) Office Supervisor and three (3) Office Assistants.

### **Operations Branch**

The Operations Branch is responsible Fire Suppression, EMS, Special Operations, and Logistics. Other operational requirements that support the programs provided by the department are managed by the Operations Branch. The Deputy Chief of Operations manages the Suppression and EMS Divisions, Special Operations Division, and Logistics. The core of our programs is defined by the needs of our community.

**Suppression Division** – The Suppression Division is responsible for providing professional services to our external stakeholders through the programs provided by our organization. Such programs are Suppression, EMS, Technical Rescue, Hazardous Materials, and Aircraft Rescue Firefighting. These programs are supported by 306 personnel assigned to 3 shifts and is managed by 3 Assistant Chiefs.

**Special Operations** – Special Operations is a multi-faceted program within the Suppression Division. The Special Operations Battalion Chief has management responsibilities for the following programs: Hazardous Material, Technical Rescue, and Emergency Medical Services.

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**Logistics** - The Logistics Division is responsible for managing the maintenance and repair of the mobile fleet, equipment and facilities. It is also the primary point for research and bid solicitation for purchases. The Logistics division is staffed by a Logistics Officer (B/C position) and a Logistics Assistant (Lieutenant Position).

**Emergency Management Coordinator** - The EM position is responsible for coordinating all activities related to domestic preparedness, and collaborates with public and private stakeholder partners for hazard mitigation and emergency preparedness.

### Focused Objectives

- To offer professional and cost effective services.
- To be recognized as a leader in the realm of public safety services.
- To develop employees to their fullest potential.
- To develop an employee base representative of our diverse community.
- To reduce bureaucracy and increase employee input.

*If you don't measure the results of your plan, you can't tell success from failure.  
If you can't see success, you can't reward it.  
If you can't reward success, you're probably rewarding failure.  
If you can't see success, you can't learn from it.  
If you can't recognize failure, you can't correct it.  
If you can demonstrate results, you can win public support.*

*David Osborn and Ted Gaebler  
Reinventing Government*

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## Strategic Goal Correlation Map

The elected officials of the City of Fayetteville continually work and base policy decisions from an adopted Strategic Plan that addresses goals beyond the reach of any individual municipal department. While we understand our limited role within the overall City of Fayetteville planning process, it is the interest of the Fayetteville Fire/Emergency Management Department to do our part is ensuring that the City of Fayetteville achieves its stated goals. The map below illustrates the connection that exists between the strategic goals of the City of Fayetteville and strategic goals of the Fire/Emergency Management Department.

Fayetteville Fire/Emergency Management Department Strategic Goals 2013-2018	City of Fayetteville Strategic Goals FY 2019
<b>Goal #1</b> Safety	<ul style="list-style-type: none"><li>• Desirable place to live, work, and recreate.</li><li>• Safe and secure community.</li></ul>
<b>Goal #2</b> Organizational Development	<ul style="list-style-type: none"><li>• Sustainable organizational capacity.</li></ul>
<b>Goal #3</b> Community Involvement	<ul style="list-style-type: none"><li>• Citizen engagement and partnerships.</li></ul>
<b>Goal #4</b> Improved Communications	<ul style="list-style-type: none"><li>• Sustainable organizational capacity.</li><li>• Citizen engagement and partnerships.</li></ul>
<b>Goal #5</b> Evaluate and Upgrade Service Delivery	<ul style="list-style-type: none"><li>• Citizen engagement and partnerships.</li><li>• Safe and secure community.</li></ul>
<b>Goal #6</b> Resource Management and Distribution	<ul style="list-style-type: none"><li>• Safe and secure community.</li><li>• Diverse and viable economy.</li><li>• High quality built environment.</li></ul>
<b>Goal #7</b> Increased Efforts in Recruitment and Retention	<ul style="list-style-type: none"><li>• Diverse and viable economy.</li><li>• Safe and secure community.</li></ul>

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<b>Goal #8</b> Encourage Governmental Cooperation	<ul style="list-style-type: none"><li>• The City of Fayetteville will be a safe and secure community.</li><li>• Diverse and viable economy.</li><li>• High quality built environment.</li></ul>
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**With public trust everything is possible,  
and without it, nothing is possible.**

-Abraham Lincoln

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**FIRE CHIEF**  
Fayetteville Fire/Emergency Management

Deputy Chief  
Administration

Deputy Chief  
Operations

Emergency  
Management  
Coordinator

Battalion Chief  
*Accreditation Manager*

Admin Office  
Supervisor

Battalion Chief  
*Fire Marshal*

Battalion Chief  
*Logistics*

Battalion Chief  
*Special Operations  
/ Safety*

Training  
Division  
Capt.(1)  
Lt.(2)

Planning &  
Research  
Division  
Capt.(1) / Lt.(1)

Office  
Assistants  
(3)

Public  
Education  
Officer

Assistant  
Fire  
Marshal  
(7)

Lieutenant  
*Logistics  
Assistant*

*Haz-Mat  
Technical Rescue  
EMS*

Assistant Chief  
**A- Shift**

Assistant Chief  
**B- Shift**

Assistant Chief  
**C- Shift**

Budgeted Positions  
Chief-1  
Deputy Chiefs-2  
Assistant Chiefs-3  
Battalion Chiefs-10  
Captains-54  
Lieutenants-66  
Firefighters- 183  
  
Office Supervisor-1  
Office Assistants-3  
Fire Inspectors-7  
Emergency  
Management  
Coordinator-1  
Total- 331

Battalion Chief 1

Battalion Chief 3

Battalion Chief 1

Battalion Chief 3

Battalion Chief 1

Battalion Chief 3

Battalion 1  
Response District  
Stations: 1, 2, 3,  
4, 7, 10, 14, 19  
  
Captains 27  
Lieutenants 30  
Firefighters 84  
Staffing:47/41min.

Battalion 3  
Response District  
Stations 5, 6, 8, 9,  
11, 12, 15, 17  
  
Captains 24  
Lieutenants 33  
Firefighters 99  
Staffing:52/44 min.

Battalion 1  
Response District  
Stations: 1, 2, 3,  
4, 7, 10, 14, 19  
  
Captains 27  
Lieutenants 30  
Firefighters 84  
Staffing:47/41min.

Battalion 3  
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Stations 5, 6, 8, 9,  
11, 12, 15, 17  
  
Captains 24  
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4, 7, 10, 14, 19  
  
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Battalion 3  
Response District  
Stations 5, 6, 8, 9,  
11, 12, 15, 17  
  
Captains 24  
Lieutenants 33  
Firefighters 99  
Staffing:52/44 min.



## Fayetteville Fire/Emergency Management 2013 Challenges; Opportunities; Weaknesses; Strengths (COWS) Analysis

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COWS Assessment: Challenges	
Employee Retention	Community Growth
Diversity Recruitment	Budget restraints
Outdated Technology	Council support
Insufficient I.T. support	Equipment costs
Economy	Personal accountability
Fair market pay	Outdated facilities
Communications division dispatcher experience and skills	Training (staffing issues, insufficient staff in training division)
Minimum staffing	Preparing future leadership
Radio communications	Employee commitment
Sick leave use	Organizational restructuring
Leave time scheduling	Interdepartmental communications
Receptive to change	Revamp Career Development Program
Maintaining specialty instructors	Higher education
Increasing of staffing levels	Controlling rumors
Driver Operators (qualified / experience)	Making things work with less resources

COWS Assessment: Opportunities	
Accreditation Process	Community Recruiting
Economic stability	Revamp incentive program
Media outlets	Employee input
Shift in city council positions	BRACC
Developing relationships with COF management	Quality consistent with Quantity
Promotional process	Professional development
Training facility improvements	Specialty groups
Use of training tower	Community relations
Community Growth	Program Specialties Training
Service consolidation	Technology upgrade schedule
Statistical data for future planning	Succession planning
Public education	

## Fayetteville Fire/Emergency Management 2013 Challenges; Opportunities; Weaknesses; Strengths (COWS) Analysis

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Cows Assessment: Weaknesses	
Outdated computer inventory	Low Morale
IT support	Shift consistency
Council Support	Fleet and Building Maintenance
Incomplete flow of pertinent internal communications	Staffing issues limiting training opportunities
Stakeholder feedback/input	Complacency
Personal Accountability	Employee evaluation system
Administration staffing levels	Employee Compensation / Benefits
RIC Equipment	Young Department
Accomplishment recognition	Lack of follow up
	Benefits

COWS Assessment: Strengths	
Public image / perception	Promotional opportunities
Customer service	Training Opportunities
P&R Division	Wide range of programs provided
Progressive replacement plan of physical resources	Involvement of firefighters in decision making processes
Reputation	Community support
Current leadership	Committed employees
Policies	Operations manual
Work schedule	Structured multi company training evolutions

## Strategic Planning

Strategic Planning Workshop

Mission, Vision, Values  
Assessment

COWS Assessment

Stakeholder Input

COF Strategic Plan Review

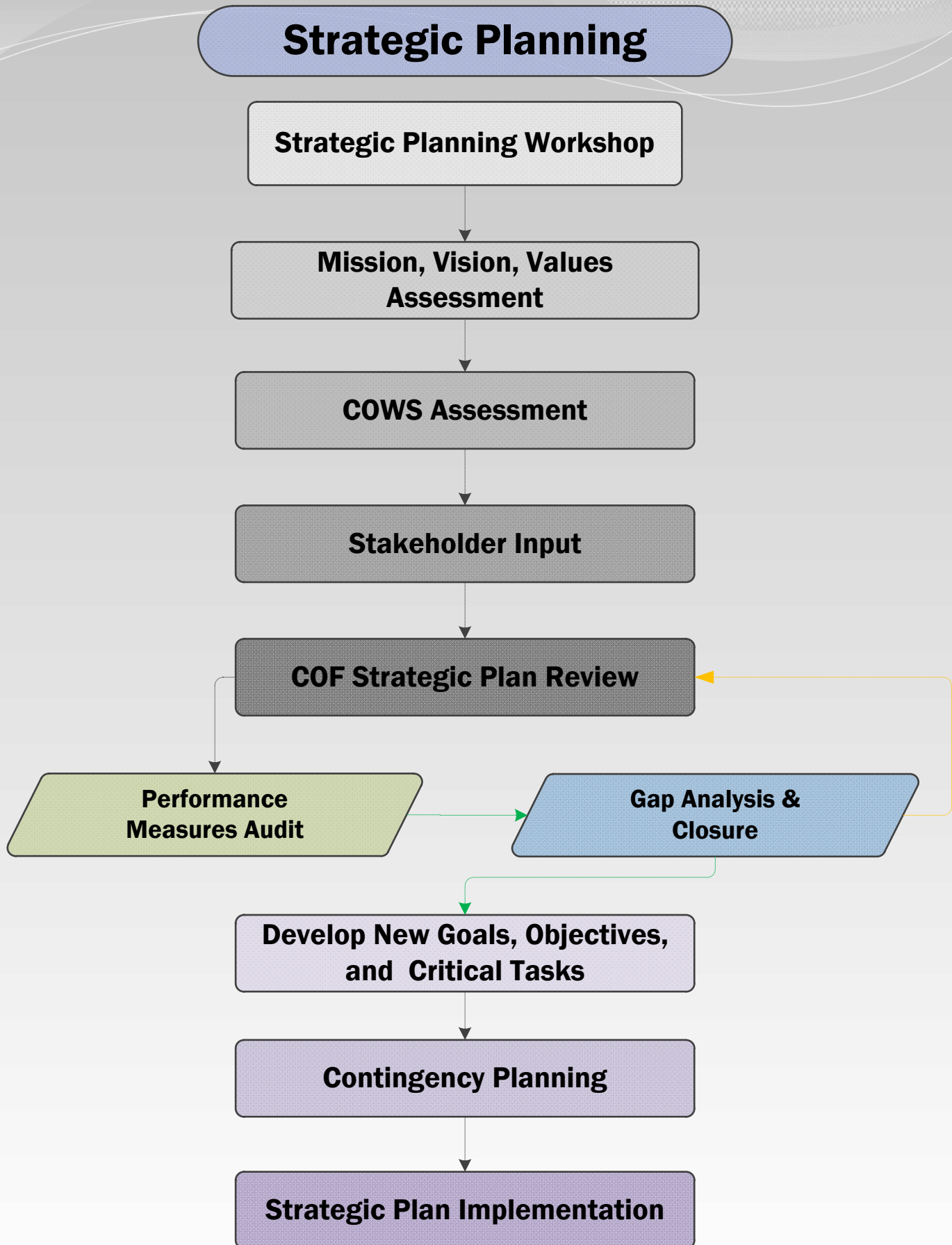
Performance  
Measures Audit

Gap Analysis &  
Closure

Develop New Goals, Objectives,  
and Critical Tasks

Contingency Planning

Strategic Plan Implementation



# Goals

## Goal #1 – Safety

**The goal of the Fayetteville Fire/Emergency Management Department is to provide the safest work environment possible for all employees through proactive actions.**

<p>Priority Action <b>1A</b></p> <p><u>Area of Responsibility:</u> Administration PFT Leader</p>	<p>Maintain a Wellness and Fitness program, continuing to provide educational opportunities of healthy lifestyles and fitness improvement. Measurement of this goal will be accomplished through comparison of fitness testing results to previous year's results.</p>
Timeline	Annual process; Evaluate by July 1, 2014
Priority Action Owner	Special Operations BC
Critical Tasks	<ul style="list-style-type: none"> <li>• Conduct annual medical screenings and fitness assessments based on funding.</li> <li>• Provide continuing education and recertification for Peer Fitness Trainers.</li> <li>• Provide qualification training for new PFT personnel for succession planning.</li> <li>• Purchase Fitness equipment as a part of FFEs for each new station.</li> <li>• Provide replacement / maintenance for exercise equipment per manufacturer's instructions.</li> <li>• Design workout plans upon request.</li> <li>• Provide information pertaining to workplace injuries and prevention education in newsletter.</li> </ul>

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<b>Priority Action 1B</b>  <u>Area of Responsibility:</u> Administration Assigned Policy Review Committee	Provide annual review of policies and programs to ensure they meet the most current life and safety standards established by OSHA, NFPA, and other regulatory agencies.
Timeline	Annual process; Evaluate by July 1, 2014
Priority Action Owner	Administration Deputy Chief
Critical Tasks	<ul style="list-style-type: none"> <li>• Prioritize programs for review.</li> <li>• Identify responsible persons for review.</li> <li>• Develop tracking mechanism for policy changes or policy development.</li> </ul>

<b>Priority Action 1C</b>  <u>Area of Responsibility:</u> Operations Division Logistics	Evaluate the need for equipment and facilities upgrades through reviews and inspections.
Timeline	Continuous process; Evaluate by July 1, 2014
Priority Action Owner	Operations Deputy Chief
Critical Tasks	<ul style="list-style-type: none"> <li>• Conduct safety grounds inspections annually of all fire/emergency management department facilities.</li> <li>• Conduct semiannual inspection of PPE utilizing NFPA guidelines.</li> <li>• Appoint research teams to test new equipment and develop repair / replacement program.</li> </ul>

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<p>Priority Action <b>1D</b></p> <p><u>Area of Responsibility:</u> Administration Safety Committee Safety Officer Training Division</p>	<p>Safety Committee to Review departmental injuries and make preventive recommendations. Safety committee to discuss identified safety issues and make recommendations to the Fire Chief.</p>
Timeline	Continuous process; Evaluate by July 1, 2014
Priority Action Owner	Administration Deputy Chief
Critical Tasks	<ul style="list-style-type: none"> <li>• Continue incident safety officer training.</li> <li>• Continue R.I.C. , MAYDAY and Self-Survival training department wide (80% complete)</li> <li>• Continue Monthly Safety Committee Meetings</li> </ul>

<p>Priority Action <b>1E</b></p> <p><u>Area of Responsibility:</u> Safety Officer Training Division</p>	<p>Develop a Post-Traumatic Stress Disorder (PTSD) Program.</p>
Timeline	3-6 months; Evaluate by July 1, 2014
Priority Action Owner	Special Operations BC
Critical Tasks	<ul style="list-style-type: none"> <li>• Develop policy committee</li> <li>• Provide Training Opportunities</li> <li>• Establish communications with existing local PTSD teams.</li> </ul>

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## Goal #2 – Organizational Development

**The goal of the Fayetteville Fire/Emergency Management Department is to ensure our department is constantly prepared to meet future operational needs.**

Priority Action <b>2A</b>  <u>Area of Responsibility:</u> Administration Operations P&R Division	Maintain accredited status as awarded by the Commission on Fire Accreditation International through continuous self-evaluation and improvement.
Timeline	Continuous process; Evaluate by July 1, 2014 Achieve re-accreditation in 2016
Priority Action Owner	Accreditation BC
Critical Tasks	<ul style="list-style-type: none"><li>• Complete Annual compliance report.</li><li>• Continue to attend NC Accreditation Support Consortium Meetings.</li><li>• Monitor SOC compliance.</li><li>• Evaluate SP progress, condition and standards quarterly.</li><li>• Evaluate and monitor records management systems.</li></ul>

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Fayetteville Fire/Emergency Management Dept. Strategic Plan 2013-2018

<p>Priority Action <b>2B</b></p> <p><u>Area of Responsibility:</u> Administration Training Division</p>	<p>Evaluate the Department's Career Development Program Annually. Evaluate training curriculums annually to improve the opportunities for personnel seeking organizational development.</p>
Timeline	Evaluate by July 1, 2014
Priority Action Owner	Training Captain
Critical Tasks	<ul style="list-style-type: none"> <li>• Evaluate department's human resources' strengths/weaknesses and identify areas of training deficiencies.</li> <li>• Explore different avenues for training and validate current requirements.</li> <li>• Identify new course curriculums.</li> <li>• Place emphasis on higher education.</li> <li>• Conduct financial impact analysis of CDP changes.</li> <li>• Prioritize training based of job function.</li> <li>• Revise ODP.</li> <li>• Identify and implement ISO updates.</li> </ul>

<p>Priority Action <b>2C</b></p> <p><u>Area of Responsibility:</u> Deputy Chiefs Assistant Chiefs</p>	<p>Implement shadowing program within the departments divisions for effective succession planning.</p>
Timeline	1-6 months; Evaluate by July 1, 2014
Priority Action Owner	Fire Chief
Critical Tasks	<ul style="list-style-type: none"> <li>• Identify which positions may be rotated.</li> <li>• Clearly define roles of different positions.</li> <li>• Cross train all targeted employees.</li> <li>• Establish calendar for assignment rotation.</li> <li>• Develop written rotation guideline.</li> <li>• Develop specific job descriptions for specialized positions.</li> </ul>

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### Goal #3 – Community Involvement

**The goal of the Fayetteville Fire Emergency Management Department is to market our services through the operating philosophy that the fire station is the focal point of any neighborhood and the hub of all City services.**

Priority Action <b>3A</b>  <u>Area of Responsibility:</u> Operations Assistant Chiefs Public Education Officer	Have all suppression companies participate in a community involvement program in concurrence with the Public Education Officer.
Timeline	Evaluate by July 1, 2014
Priority Action Owner	Public Education Captain
Critical Tasks	<ul style="list-style-type: none"><li>• Define what is expected in Community Involvement.</li><li>• Suppression companies design project(s).</li><li>• Develop approval process for projects.</li><li>• Document and track activities.</li><li>• Develop program to evaluate effectiveness.</li></ul>

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<p>Priority Action <b>3B</b></p> <p><u>Area of Responsibility:</u> Administration Operations Public Education Officer</p>	<p>Install and distribute at least 250 smoke detectors annually to residents within the city.</p>
Timeline	Continuous process; Evaluate by July 1, 2014
Priority Action Owner	Public Education Captain
Critical Tasks	<ul style="list-style-type: none"> <li>• Secure funding to purchase smoke detectors.</li> <li>• Evaluate and revise distribution program.</li> <li>• Identify and target areas for distribution based on fire incident statistics.</li> <li>• Evaluate effectiveness of program.</li> </ul>

<p>Priority Action <b>3C</b></p> <p><u>Area of Responsibility:</u> Public Education Officer</p>	<p>Continually review a marketing plan that includes updating social media sites weekly.</p>
Timeline	Annual process; Evaluate by July 1, 2014
Priority Action Owner	Public Education Captain / P&R Captain
Critical Tasks	<ul style="list-style-type: none"> <li>• Research marketing plans of other departments.</li> <li>• Develop and implement marketing plan.</li> <li>• Publish marketing plan through social media sites.</li> </ul>

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## Fayetteville Fire/Emergency Management Dept. Strategic Plan 2013-2018

Priority Action <b>3D</b>  <u>Area of Responsibility:</u> Operations Assistant Chiefs	Attend and participate in 80% of all established Community Watch Meetings.
Timeline	Continuous process; Evaluate by July 1, 2014
Priority Action Owner	Public Education Captain / Company Officers
Critical Tasks	<ul style="list-style-type: none"><li>• Maintain schedule of Community Watch Meetings.</li><li>• Develop uniform presentations based on response area demographics, characteristics, and incident trends.</li><li>• Document attendance in Firehouse RMS.</li></ul>

### Goal #4 – Improved Communications

**The goal of the City of Fayetteville Fire Department is to ensure the effective communication of goals and objectives throughout the organization.**

Priority Action <b>4A</b>  <u>Area of Responsibility:</u> Administration Operations P&R Division	Establish procedures for use of existing technology to disseminate information throughout the organization.
Timeline	1-6 months; Evaluate by July 1, 2014
Priority Action Owner	P&R Division
Critical Tasks	<ul style="list-style-type: none"><li>• Encourage use of email system.</li><li>• Collaborate with IT Department to analyze compliance of email use.</li><li>• Develop video streaming capabilities</li><li>• Collaborate with Corporate Communications (FayTV 7)</li></ul>

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<b>Priority Action 4B</b>  <u>Area of Responsibility:</u> Administration P&R Division	Revise Fire/Emergency Management Department website to be a "one-stop shop" to access all guidance documents, forms and informational publications.
Timeline	3-6 months; Evaluate by July 1, 2014
Priority Action Owner	P&R division
Critical Tasks	<ul style="list-style-type: none"> <li>• Revise and number all Fire Department Forms.</li> <li>• Maintenance of Operations Manual.</li> </ul>

<b>Priority Action 4C</b>  <u>Area of Responsibility:</u> Administration Public Education Officer P&R Division	Solicit feedback from external stakeholders.
Timeline	Continuous process; Evaluate by July 1, 2014
Priority Action Owner	Accreditation BC
Critical Tasks	<ul style="list-style-type: none"> <li>• Identify what information to capture.</li> <li>• Research and develop survey methods.</li> <li>• Budget for the process.</li> <li>• Develop process for tabulating results.</li> <li>• Evaluate results.</li> </ul>

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Priority Action <b>4D</b>  <u>Area of Responsibility:</u> Administration Operations Training Division	Maintain a yearly calendar that list target dates and responsible parties for specific projects and programs.
Timeline	Continuous process; Evaluate by, July 1, 2014
Priority Action Owner	P&R Division
Critical Tasks	<ul style="list-style-type: none"><li>• Identify and prioritize annual tasks.</li><li>• Provide guidance on calendar use.</li></ul>

Priority Action <b>4E</b>  <u>Area of Responsibility:</u> Administration Operations	Promote an operational philosophy that maximizes employee input and maintains open bilateral communications within the department.
Timeline	Evaluate by July 1, 2014
Priority Action Owner	Department Chief
Critical Tasks	<ul style="list-style-type: none"><li>• Develop employee suggestion process on website.</li></ul>

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## **Goal # 5 – Evaluate and Upgrade Service Delivery**

**The goal of the City of Fayetteville Fire Department is to implement innovative ways to improve service delivery through annual review and revision of policies, procedures and established Standard of Coverage.**

Priority Action <b>5A</b>  <u>Area of Responsibility:</u> Administration P&R Division	Maintain baseline response standards as adopted by City Council
Timeline	Continuous process; Evaluate monthly
Priority Action Owner	Accreditation BC
Critical Tasks	<ul style="list-style-type: none"><li>• Monitor Occupancy Risk Assessments RMS entries.</li><li>• Evaluate performance standard compliance monthly (response times).</li><li>• AVL implementation.</li><li>• Improve Call Processing Times.</li></ul>

## **Goal #6 –Resource Management and Distribution**

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**The goal of the City of Fayetteville Fire/Emergency Management Department is to ensure appropriate type and kinds of resources will be maintained and deployed to support response needs of the community based on City growth and hazard assessments.**

Priority Action <b>6A</b>  <u>Area of Responsibility:</u> Logistics	Develop a program for managing currently assigned resources to include centralized storage, inventory management and expedient resource replacement.
Timeline	Continuous process; Evaluate by July 1, 2014
Priority Action Owner	Logistics BC
Critical Tasks	<ul style="list-style-type: none"><li>• Inventory and document current equipment.</li><li>• Develop replacement and procurement process for new equipment.</li><li>• Establish localized storage of unassigned equipment.</li></ul>

Priority Action <b>6B</b>  <u>Area of Responsibility:</u> Administration Operations P&R Division	Evaluate response times, property loss, and fire casualty data annually and relocate or add resources accordingly.
Timeline	Continuous process; Evaluate by July 1, 2014
Priority Action Owner	P&R Division
Critical Tasks	<ul style="list-style-type: none"><li>• Monitor Risk Assessment RMS data base.</li><li>• Make recommendations to Executive Staff to relocate resources where applicable.</li><li>• Evaluate FH Analytics Program.</li></ul>

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<p>Priority Action <b>6C</b></p> <p><u>Area of Responsibility:</u> Administration Operations P&amp;R Division</p>	<p>Continuously monitor Response Objectives that will improve service delivery and ensure resource readiness compliance. Utilize ISO and CPSE materials to guide rating improvement efforts.</p>
Timeline	Continuous process; Evaluate by July 1, 2014
Priority Action Owner	P&R Division
Critical Tasks	<ul style="list-style-type: none"> <li>• Evaluate training courses and programs.</li> <li>• Identify, evaluate and establish improvements for more effective service</li> <li>• Make recommendations to Executive Staff to increase human and physical resources at a rate commensurate with City growth and service demands.</li> <li>• Monitor/evaluate CAD upgrades.</li> </ul>

<p>Priority Action <b>6D</b></p> <p><u>Area of Responsibility:</u> Administration Executive Staff</p>	<p>Increase numbers of support personnel in a manner commensurate with operational staffing levels</p>
Timeline	Evaluate by July 1, 2014
Priority Action Owner	Department Chief
Critical Tasks	<ul style="list-style-type: none"> <li>• Budget for permanent Assistant Planning Officer Position.</li> <li>• Justification for increase in positions during budget development process.</li> </ul>

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<p>Priority Action <b>6E</b></p> <p><u>Area of Responsibility:</u> Administration Operations</p>	<p>Plan and implement construction of additional facilities based on resource deployment planning analysis and CIP.</p>
Timeline	Evaluate by July 1, 2014
Priority Action Owner	Department Chief / P&R Division
Critical Tasks	<ul style="list-style-type: none"> <li>• Relocate Fire Station #12 (FY2013/14)</li> <li>• Construct Station 16 (within 5 years)</li> <li>• Monitor need for Station 20, in Century Cr area.</li> <li>• Review facility location/placement and response data/trends.</li> <li>• Project facility needs; work through budget and CIP development process to approve funding and construction schedules.</li> </ul>

### **Goal #7 – Increase Efforts in Recruitment and Retention**

**The goal of the Fayetteville Fire/Emergency Management Department is to establish an effective recruiting and retention plan that ensures we maintain a highly qualified and diverse workforce.**

<p>Priority Action <b>7A</b></p> <p><u>Area of Responsibility:</u> Operations Rewards Committee</p>	<p>Establish a formal recognition program within the department to reward those individuals who continually excel within the department. This program should include all levels within the organization as well as outside agencies instrumental in the success of the organization.</p>
Timeline	Evaluate by July 1, 2014
Priority Action Owner	Administration Deputy Chief

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Critical Tasks	<ul style="list-style-type: none"> <li>• Develop Rewards Committee</li> <li>• Solicit input from all stakeholders.</li> <li>• Assess budgetary impact</li> </ul>
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<b>Priority Action 7B</b>  <u>Area of Responsibility:</u> Administration Public Education Officer	Focus recruitment efforts in areas that more diversely aligns the demographics of the department with those of the community.
Timeline	Evaluate by July 1, 2014
Priority Action Owner	Public Education Captain
Critical Tasks	<ul style="list-style-type: none"> <li>• Analyze demographics of the department and the community.</li> <li>• Determine target audience for recruitment.</li> <li>• Develop recruitment plan specific to target audience.</li> <li>• Consider recruitment to align with school graduations due to change of application age requirement.</li> </ul>

<b>Priority Action 7C</b>  <u>Area of Responsibility:</u> Administration	Evaluate and adjust role in current partnership with the Cumberland County School System as it pertains to the Fire Service Career Program.
Timeline	Evaluate by July 1, 2014
Priority Action Owner	Department Chief
Critical Tasks	<ul style="list-style-type: none"> <li>• Work with Cumberland County Schools and Fayetteville Technical Community College to establish county-wide program based at FTCC.</li> <li>• Work with Cumberland County Schools to</li> </ul>

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	<p>provide continued support with the EES Fire Academy.</p> <ul style="list-style-type: none"><li>• Provide instructors and resources to program.</li><li>• Evaluate recruitment success and effectiveness of program.</li></ul>
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### Goal #8 – Encourage Governmental Cooperation

**The goal of the Fayetteville Fire/Emergency Management Department is to maximize efficiency by partnering with national, state, and local organizations and supporting each other's efforts with common goals in mind.**

Priority Action <b>8A</b>  <u>Area of Responsibility:</u> Administration	Conduct annual reviews of all service, automatic, and mutual aid agreements with state and local agencies to ensure efficient service.
Timeline	Annual Process; Evaluate by July 1, 2014
Priority Action Owner	Operations Chief / P&R Division
Critical Tasks	<ul style="list-style-type: none"><li>• Identify all agreements and contracts.</li><li>• Review all agreements and contracts for consistency.</li><li>• Revise agreements as needed.</li><li>• Establish annual calendar for renewal.</li></ul>

Priority Action <b>8B</b>  <u>Area of Responsibility:</u> Administration Support Services Operations	Conduct annual review and comparison of Fire/Emergency Management's Strategic Plan with the City of Fayetteville's Strategic Plan.
Timeline	Evaluate by July 1, 2014

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Priority Action Owner	Department Chief / P&R Division
Critical Tasks	<ul style="list-style-type: none"> <li>• Maintain working relationship with City planners.</li> <li>• Evaluate changes to City's Strategic Plan and adjust Department's plan accordingly.</li> <li>• Inform City planners of Departmental plan accomplishments.</li> </ul>

<b>Priority Action 8C</b>  <u>Area of Responsibility:</u> Administration Fire Marshal	Create and sign a formal agreement among the emergency partners involved in the fire investigation team to ensure all parties are cognizant of a thorough and transparent understanding of the events through monitoring, documentation and appraisal of the investigations that have occurred.
Timeline	3-6 months; Evaluate by July 1, 2014
Priority Action Owner	Fire Marshal
Critical Tasks	<ul style="list-style-type: none"> <li>• Obtain signatures of the appropriate representatives to execute agreement.</li> <li>• Distribute executed agreement to represented agencies.</li> </ul>

<b>Priority Action 8D</b>  <u>Area of Responsibility:</u> Administration Training Division	Explore feasibility of partnering with Fayetteville Police Department in a unified training facility project.
Timeline	Evaluate by July 1, 2014
Priority Action Owner	Training Division Captain

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Critical Tasks	<ul style="list-style-type: none"><li>• Meet with PD Training Staff.</li><li>• Identify FFD needs.</li><li>• Determine location.</li><li>• Budget for construction and operating cost.</li></ul>
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Priority Action <b>8E</b>	Expand coordination and collaboration with public and private all hazards emergency preparedness partners to build resiliency
<u>Area of Responsibility:</u>	
Emergency Management	
Timeline	Evaluate by July 1, 2104
Priority Action Owner	Emergency Management Coordinator
Critical Tasks	<ul style="list-style-type: none"><li>• National Incident Management System (NIMS) implementation and maintenance</li><li>• Maintain emergency plans</li><li>• Manage pre-incident disaster contracts</li><li>• Maintain aid agreements</li></ul>

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